

# Candidate Information Pack

## Director of Finance & Resources

September 2019



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## Confidentiality Notice

These details are provided on the understanding that you will treat them as strictly confidential and that none of this information will be disclosed to, or discussed with, any other person without our prior agreement.

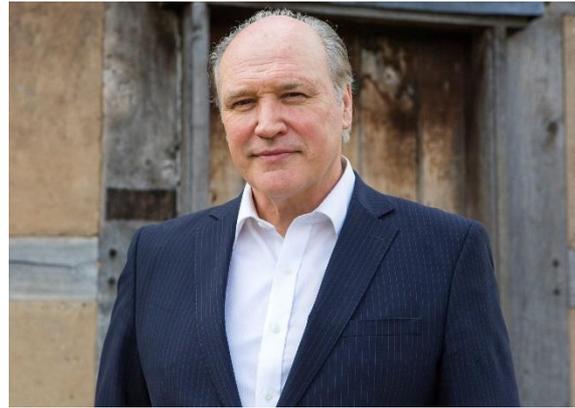
Similarly, any personal information you provide as part of your application will be treated in the strictest confidence. We will also not contact any referees that you provide without your prior permission.



## Message from the Chief Executive Officer

Dear Applicant,

Thank you for your interest in the Director of Finance and Resources role.



This position offers both a challenging and a rewarding opportunity to contribute in a major way to the success and development of one of the UK's leading cultural and tourism organisations.

The Shakespeare Birthplace Trust is developing ambitious plans to increase its local, national and international presence, role and impact.

As well as being one of the UK's major tourist attractions, the Trust is an accredited museum and holds a collection which is designated by Arts Council England as being of national and international significance. Our Shakespeare documents are inscribed on the UNESCO International Memory of the World Register. The Trust is also one of Arts Council England's National Portfolio Organisations, enabling us to focus more creatively on communities less engaged in arts, culture and heritage.

Based in Stratford-upon-Avon, the Trust is charged by Act of Parliament to preserve the world's greatest Shakespeare heritage assets for the benefit of the nation and to share them around the globe.

We attract almost one million visitors each year and generate an annual income of £11 million. We employ some 170 staff (FTEs) and benefit from the active engagement of 170 volunteers. We deliver ground breaking learning programmes such as our annual Shakespeare Week, which this year engaged with more than 2 million primary school pupils. Our digital channels reach more than 3 million users annually.

We are now systematically exploring new ideas for the Trust's future and in this role you will play an important part in shaping and delivering our plans. You will work in partnership across the Trust and externally to drive and support the next phase of our development, focussing on pursuing our vision, leading business improvement and building organisational capability and sustainability.

We recognise that your decision to apply for this role is an important one and we thank you for considering this opportunity with the Shakespeare Birthplace Trust.

A handwritten signature in black ink that reads "Tim Cooke". The signature is written in a cursive style with a long horizontal stroke at the beginning.

**Tim Cooke**  
Chief Executive Officer

## Who We Are

The Shakespeare Birthplace Trust (SBT) is the independent charity that cares for the world's greatest Shakespeare heritage sites in Stratford-upon-Avon and promotes the enjoyment and understanding of his works, life and times at home and around the world. The Trust was formed in 1847 following the purchase of Shakespeare's Birthplace as a national memorial.

Together, Shakespeare's family homes form an iconic destination in the UK, attracting visitors from over 90 countries. Our portfolio of sites includes Shakespeare's Birthplace on Henley Street, New Place, Hall's Croft, Anne Hathaway's Cottage, Mary Arden's Farm and the Shakespeare Centre with its collections, archive and learning spaces.

The Trust attracts nearly 1 million visitors a year and runs an award-winning formal and informal learning and events programme to encourage the appreciation and study of Shakespeare's works and the advancement of Shakespearian knowledge.

The Trust holds the world's largest Shakespeare-related library, museum and archive collection open to the public, with over 1 million documents, 55,000 books, and 12,000 museum objects. The Trust also cares for the Royal Shakespeare Company's archive of theatre records, as well as an extensive local history archive of Stratford-upon-Avon and South Warwickshire, dating back to the twelfth century.

We own an extensive property portfolio and operate a sound business model. We have identified future opportunities for development and are currently reshaping our leadership team to increase our capability and capacity.

The Trust has more than 170 staff (full time equivalents) and a similar number of volunteers. For the fourth time in five years it is amongst the Sunday Times 100 Best Not-for-Profit Organisations to Work For (2019).

For more information about the Trust please visit our website [www.shakespeare.org.uk](http://www.shakespeare.org.uk)



## What We Stand For

We have four values which guide us and are the benchmarks by which we measure our behaviour.

### Ambitious

We will be motivated and determined with a desire to achieve and succeed and we will be challenging in our pursuit of excellence.

### Innovative

We will be imaginative and creative, embracing innovation within our sector and with the audiences and creative practitioners that we work with.

### Collaborative

We will work together with colleagues and partners through idea sharing, co-producing and co-creating to accomplish common goals.

### Outward Facing

We will be a customer facing, audience-led organisation that will strive to be diverse and inclusive.

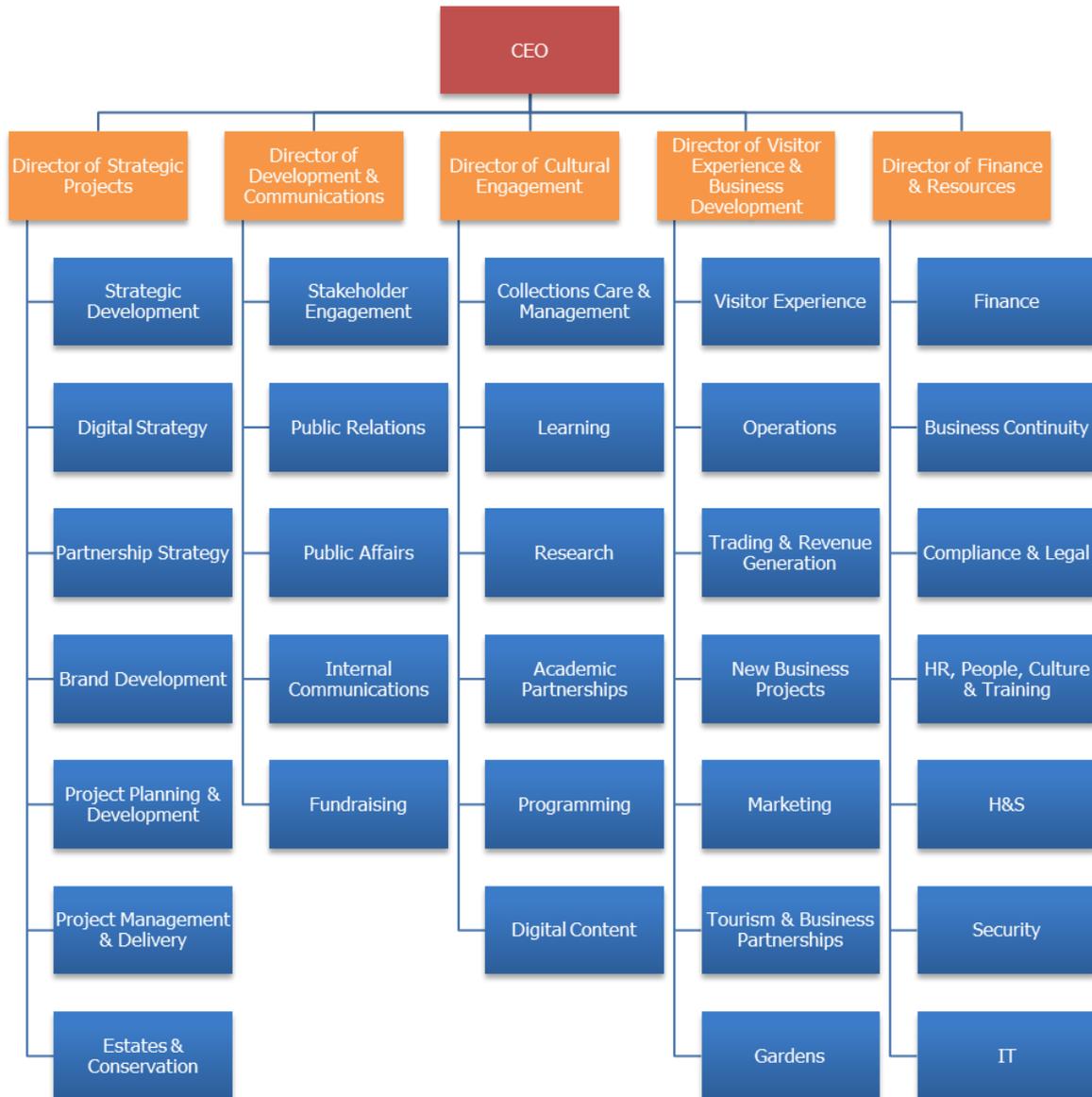


## Competencies

Competencies describe the knowledge, skills, attitude and behaviours required in a given situation. They focus on how the job is done. The framework is not intended to provide a list of all the knowledge, skills and behaviours that all staff within the Trust will use or display during the execution of their roles but simply those most critical to the role that we are currently recruiting.

Director Level	
<b>Managing Relationships</b>	<b>Pursuing Excellence</b>
<ul style="list-style-type: none"> <li>• Communicates and engages with impact and sophistication; adapts style and uses varied media to meet different audience needs.</li> <li>• Builds and manages effective teams; leverages strengths; promotes and enables effective cross departmental working.</li> <li>• Creates a culture which values diversity and prioritises equality and inclusion.</li> <li>• Demonstrates social awareness; manages relationships; influences people and events.</li> <li>• Is widely regarded as empathetic.</li> <li>• Maintains a healthy and safe environment for Trust people and visitors.</li> <li>• Swiftly implements changes to keep up with legislation and best practice.</li> </ul>	<ul style="list-style-type: none"> <li>• Realises the potential of individuals, teams and the Trust by creating a high-performance culture and continuous improvement.</li> <li>• Inspires people to reach great heights of performance and success through leadership.</li> <li>• Uses understanding of current and future needs of customers to help shape the future strategy of the Trust, team or department.</li> <li>• Delivers creative and personalised customer service which shows continuous improvement.</li> <li>• Credibly represents the Trust's senior people by demonstrating a superior knowledge of Shakespeare - current and related topics.</li> </ul>
<b>Driving Delivery</b>	<b>Creating the Future</b>
<ul style="list-style-type: none"> <li>• Creates an environment and culture which is highly performance focused.</li> <li>• Creates a problem-solving culture, where every person feels motivated and trusted to solve every day and longer-term problems.</li> <li>• Manages the Trust's portfolio of activities to achieve return on investment.</li> <li>• Effectively manages one or more departments and increases employee engagement.</li> <li>• Designs and executes business strategies which build the strengths of the Trust and secures its sustainability.</li> </ul>	<ul style="list-style-type: none"> <li>• Creates a culture which values innovation and continuous improvement.</li> <li>• Drives the strategic direction of the Trust and creates a clear vision.</li> <li>• Creates an environment for challenge, change and renewal to secure the sustainability of the Trust and its work.</li> <li>• Makes high-quality decisions which secure the future of the Trust and its work; creates a culture of appropriate risk taking.</li> </ul>

## The Leadership Team



## The Role

This role reports to the CEO and has overall responsibility for leading:

- The deployment and prioritisation of the Trust's financial and people assets to deliver ambitious future plans to be recognised as world-leading locally, nationally and internationally.
- Financial planning, analysis and control together with the management of compliance and organisational risk in support of strategic and operational business plans.
- Integrated support services, ensuring appropriate capability, resources and processes are in place to deliver the organisational vision, ambitions and goals.

Specific responsibilities include to:

### Finance

- Influence and proactively contribute to the effective development of the Trust's strategic business plan ensuring best use of assets whilst identifying and pursuing value-creating commercial and financial opportunities
- Lead financial modelling and analysis to support the development of long-term strategic initiatives, business plans for capital projects and accounting models for 'business as usual' activities
- Research, identify and adopt appropriate and stretching external benchmarks and best practice to inform ongoing improvements to medium and long-term strategic financial plans and budget proposals
- Lead the annual budgeting and forecasting cycle and the review and re-forecasting process
- Plan and manage the charity's tax liabilities, including VAT under existing and proposed legislation. Evaluate the tax liability impact of contemplated courses of action, minimise the tax burden, maximise available charitable tax reliefs and deal with tax authorities
- Prepare the statutory annual accounts and create strong, collaborative working relationships with the Trust's Auditors
- Develop and present timely and accurate monthly and year to date financial reports and KPIs with accompanying proactive analysis of results for managers and Trustees and make suggestions for operational improvements and identify areas for management action
- Have day to day responsibility for managing and reviewing the Trust's investment and treasury management strategies, identify and present recommendations to the Trustees for driving improvements and benefits
- Develop and own appropriate financial policy frameworks, including monthly management accounts and KPIs for reserves, expenditure ratios, key income and expenditure drivers etc. to influence financial decision-making
- Act as a Director of and Company Secretary for SBT Trading Ltd, producing effective management information and support, including detailed analysis and reports for Board meetings
- Drive consistent adherence to the Trust's procurement framework and processes

### **Governance**

- Implement effective processes to enable the flow of information, business case development and prioritised decision-making, in order to deliver the Trust's strategy
- Own, develop and shape the Trust's governance framework to ensure effective committee structure and representation to deliver agreed strategy and supporting plans
- Own the identification and tracking of strategic and business critical risks, ensuring the risk register is regularly updated and actioned

### **Compliance and Legal**

- Ensure that effective audit systems and frameworks are in place across the organisation, to manage risk and ensure compliance with all relevant statutory and organisational policies and procedures across all areas of the Trust
- Lead organisational compliance with all existing and new legislation including, but not limited to pensions, VAT, Gift Aid and HMRC regulations
- Lead organisational compliance with all existing and new legislation including, but not limited to employment law, health & safety, equal opportunities, pay & benefits, pensions, accessibility and data protection
- Protect the interests of employees and the Trust in accordance with the Trust's Human Resources policies and legislation minimising risk to legal challenge and brand reputation

### **Business Continuity**

- Lead the Security and Emergency Planning for the Trust, ensuring that all relevant risks are understood by taking expert advice and that organisational policies and procedures allow these to be mitigated or managed through changes in working practices, systems or physical structures to protect people, our collections, buildings and other assets.
- Ensure business continuity plans exist and are developed and regularly tested, amended and updated as needed

### **HR, People, Culture and Training**

- Lead, influence and develop the implementation of a People Strategy that delivers the Trust's strategic objectives and creates an empowered, diverse and people-oriented high performance culture
- Design, lead and implement a Trust-wide programme of organisation development to ensure effective attraction, performance development, succession planning, training and employee development, key employee retention, talent management, recognition, organisation design and change management
- Maintain, manage and ensure ongoing effective and up to date compliant policies and procedures are in place and adopted across the employee life cycle. Drive the upskilling of managers, in order for them to have the capability to deliver a positive employer/employee relationship, to promote a high level of employee/volunteer morale and motivation
- Lead the development of the Trust's pay and reward strategy and structure and undertake the annual salary review

- Design and conduct an annual employee engagement survey and lead on employee communications and action planning
- Lead, develop and deliver an attraction, retention and development strategy specifically aimed at creating a diverse community of volunteers

### **Health and Safety**

- Be responsible, as the Trust's nominated Health & Safety representative, for the effective coordination, action and documentation in respect of all Health & Safety matters ensuring that the Trust's legislative, risk management, customer/visitor care and employee obligations are met at all times
- Ensure that working practices are in line with the requirements of the Trust's Health and Safety Policy and generally seek to ensure the safety of employees and visitors, including in the event of any emergency

### **Security**

- Lead Security and Emergency Planning for the Trust, seeking external advice to ensure that all relevant risks are understood, and policies and procedures allow risks to be mitigated and managed through working practices and systems to protect people, collections, buildings and other assets

### **IT**

- Lead the Information and Communication Technologies (ICT) infrastructure to ensure it supports the Trust's strategic aims and day-to-day operations and that changing business needs and technological developments are planned for in the IT strategy
- Inform and keep updated all members of the Board and Leadership team as to progress on the delivery of the IT strategy, influencing and gaining buy in/understanding of the contribution IT can make to the organisation in achieving its strategic objectives
- Deliver to agreed ICT service level agreements, working closely with suppliers, partners and internal teams to monitor, coordinate, and ensure continuous improvements of the ICT service quality
- Establish and manage cyber security protocols, audits and measures to mitigate third party risk and security vulnerabilities

### **Requirements for the role include:**

#### **Skills**

- Excellent interpersonal, presentational, coaching, communication and analytical skills and able to communicate internally and externally at all levels
- Outstanding leadership skills, able to motivate and manage teams to deliver change and achieve significant service improvements and outstanding results
- Proactive, self-motivated and results-orientated with proven negotiating skills
- Able to see the big picture and operate with a high level of confidentiality

### Knowledge

- Appropriate qualifications (ACA/ACCA/CIMA/CIPFA); member of one of these accountancy bodies
- Broad knowledge and experience in employment law, organisational planning and development, employee relations, health and safety, and training and development
- Broad knowledge and experience in the identification, development and delivery of ICT
- Continuing professional development (CPD) and good knowledge of the Charities SORP

### Experience - Essential

- Outstanding track record of leading a support services function including strategic financial management, audit, risk, legal and business compliance, IT and HR
- Experience of charity accounting and reporting and the management of restricted funds, donations, grants and other fundraised income
- Experience of dealing with the Charity Commission and regulatory filings
- Demonstrable experience of leading and motivating teams to deliver against business objectives
- Generalist experience of HR at a management level
- Significant experience of charity accounting and partnership funding

### Experience - Desired

- Experience of investment and treasury management
- Experience of working in the heritage, tourism or museums sector



## Compensation & Benefits

This role offers a salary of circa £60,000 to £70,000 plus the following benefits:

Annual Leave	23 days plus Bank Holidays increasing to 28 days with service
Pension	Auto-enrolment pension scheme: 4% you and 4% Trust contributions  Full pension scheme following completion of probation period: 5% you and 7.5% Trust contributions
Life Assurance	One times salary if non-member of the pension scheme  Three times salary if member of the pension scheme
Sick Pay	4 weeks full pay increasing to 20 weeks with service
Employee Assistance Programme	24 hour helpline provided by Health Assured to support you through any of life's issues or problems
Other Benefits	Free entry to the Shakespeare Houses for yourself and up to 7 guests  20% discount in our retail shops and cafes  Range of discounts in local cafes, shops and other businesses.  Access to flexible benefits which include: Art Fund, Cycle to Work, Dining Card, Gym Membership, Health Cash Plan, Holiday Purchase, Online shopping through Perks at Work, and TechBenefits.

## The Application Process

You can apply for this role by visiting our website <https://jobs.shakespeare.org.uk> and clicking on the relevant vacancy.

You will then be asked to load a CV and complete a short application form. If you require additional information, please contact the HR team on 01789 201841 or [jobs@shakespeare.org.uk](mailto:jobs@shakespeare.org.uk)

Please note that the **closing date for applications** is midnight on **Friday 20th September 2019** and that **interviews** for the post will commence during the week beginning **Monday 14th October 2019**.

